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ABSTRACT

Recent social unrest has widened the communications gap between police and community. Police-community relations programs are designed to establish a better relationship and understanding between police officers and the citizens. This requires coordination with schools and other community agencies in providing information on the goals and operation of the police department. First, however, police officers themselves must be convinced that such a program is part of their function and that any changes in the status quo will be positive. Also, the program must not compromise the autonomy of the police in enforcing the law, especially when special interest groups try to achieve preferential treatment. By overcoming these obstacles, a police-community relations program can result in a smoother relationship with the community, reduced crime rates, and a more professional police department with a better image in the community. (BH)

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POLICE-COMMUNITY RELATIONS

Bernard J. Clark

Office of Law Enforcement Assistance Grant Programs
A County-wide Allied Law Enforcement Program
Community Relations Program of the Los Angeles Police Department

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INSTITUTE OF CONTEMPORARY CORRECTIONS
AND THE BEHAVIORAL SCIENCES
SAM HOUSTON STATE UNIVERSITY
Huntsville, Texas

FOREWORD

Today our society is in the throes of a social revolution which has resulted in a considerable amount of dissension, protest, disrespect for constituted authority, lawlessness and even open rebellion. Many acts of violence have been committed by anti-war groups and angry blacks from the ghettos and browns from the barrios. Those who clamor hardest for change often vent their hositilites on the police. Because the police are responsible for maintaining order in our society they appear to represent the status quo, and thus become symbolic targets for those who hate the so-called establishment and the white power structure. The establishment and maintenance of communications by the police with these hostile groups is of the utmost importance to the police if law and order is to prevail. Communication between the forces of law and order and the activists of change can best be accomplished through good police - community relations programs.

The following article is a portion of a lecture presented to the Fourth Interagency Workshop of the Institute of Contemporary Corrections and the Behavioral Sciences by Sheriff Bernard J. Clark, appearing as a visiting faculty member on June 12, 1969. Ben Clark joined the Riverside County (California) Sheriff's Department as a deputy sheriff in 1950, rising through the ranks until he was promoted to Captain in 1953, Chief of the Criminal Division in 1959 and Undersheriff in 1960. He was appointed Sheriff upon the death of his predecessor in 1963. As Sheriff he is responsible for all law enforcement in a county covering an area of 7,200 square miles. His department serves almost a quarter of a million persons

residing in the unincorporated county areas and in the contract cities of Norco, Desert Hot Springs and Indian Wells. The Riverside County Sheriff's Department has an annual operating budget of four million dollars. It employs 245 sworn police personnel and 120 civilian employees such as radio dispatchers, criminalists and lab technicians, court bailiffs, prisoner escorts, clerks, typists, and secretaries.

Sheriff Clark is a graduate of the FBI National Academy and holds the Bachelor of Science Degree in Police Science and Administration and the Master of Science Degree in Public Administration from California State College at Los Angeles. He was appointed an Advisor to the President's Commission on Law Enforcement and the Administration of Justice. Currently he serves as president of the California Peace Officers' Association and is a member of the Commission of Peace Officer Standards and Training and the California Council on Criminal Justice. He holds numerous other advisory and consulting positions in the State of California.

Sheriff Clark is no newcomer to the field of police-community relations. Over a number of years he has personally maintained communication with and debated groups hostile toward the police. Under his leadership, the Riverside County Sheriff's Department has initiated the following new concepts and innovations in law enforcement: A coordinated community relations program involving all of the law enforcement agencies in the county; a police-citizens advisory committee including militants and individuals with criminal records as well as leading citizens; formulation of and participation in a continuous police-public school program; and a pilot program testing the feasibility of civilian-dress type uniforms. Because of his education, training, and professional experience, Ben Clark is eminently qualified to speak out on this timely subject of Police-Community Relations.

The editorial staff has included a list of Office of Law Enforcement Assistance grant programs in Police-Community Relations furnished by Sheriff Clark. Additionally, other informational materials which may be of interest to police agencies desirous of establishing community relations programs have been included in this monograph.

Howard A. Katz
Police Science Division

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POLICE - COMMUNITY RELATIONS

By

Bernard J. Clark
Sheriff of Riverside County, California

In these times of social upheaval much has been said and written about the subject of police - community relations. Usually this subject has been confused with the term public relations. The police do use public relations but PUBLIC RELATIONS IS NOT POLICE - COMMUNITY RELATIONS. What then is police - community relations? We must first define some terms in order to avoid any confusion on this subject.

DEFINITIONS

The title itself conveys the most common definition of Police - Community Relations. Here the term is used to refer to the positive interaction between members of the Police Department and members of the Community. In actuality, Police-Community Relations may be considered as all forms of interaction or relations that exist between the Police Department and the Community. This involves both negative and positive relations. The negative relations are generally those that are unplanned, break-downs in communication, and obstacles to further interaction situations. The positive relations are various interaction experiences that stimulate further communication and cooperation between the community and police. In speaking of Police-Community Relations, one usually has only the positive planned relations in mind. But both exist and must be considered in any discussion or program centered around the topic of Police-Community Relations.

Public relations, on the other hand, is the art of achieving good will through such techniques as publicity, advertising, promotions and even propaganda.

Publicity is the technique of telling the story of an organization, person or cause. Briefly, Webster tells us that it's advertising of any kind, or information with a news value designed to advance the interests of a person, place, cause, or institution usually appearing in public print. Basically, publicity is news.

Advertising can be treated rather briefly, because if we understand that publicity is news the basic difference between publicity and advertising is that with your advertising you have news but you must purchase space or time on a media in order to get your story told.

Promotion is usually a large scale operation which is well coordinated and has but one purpose in mind, and that is selling a product. It is a commercial venture that includes both publicity and advertising because in any promotional scheme there will be certain on-the-spot news items which can be considered publicity but there will be much more news that the promotion campaign may want to promote that actually will have to fall in the purview of advertising.

During the last few years the term "propaganda" has been used more often in a derogatory vein, connoting deception or distortion. This is unfortunate, when we hear the term "propaganda" as connected with any person or group it certainly leaves much to be desired and there is definitely a fear of the purposes of this person or group. Properly, propaganda is any organization or movement working for the propagation of a particular idea, doctrine, practice, or something of this nature.

HISTORY

The unplanned Police-Community Relations have a very long history. In fact, such relations have existed ever since the first organization of law enforcement agencies. Here, the major or greatest number of interactions with the community were quite negative. A person or group had little or no direct

contact with the law enforcement officers unless he had broken the law or was suspected of breaking the law. The communication that existed was both unidirectional and authoritative, and marked with extreme antagonism, emotion, conflict, and other forms of negativism. Those who were not directly involved in interaction with police officers generally felt that police officers were a necessary evil to uphold the laws of the land. If anything they were feared, but definitely not loved. The image of police officers that developed was that of someone with a "strong back and a weak mind" that through brutal force enforced the law. The remnants of this image or attitude still exist today.

The actual organization of a Police-Community Relations Division by a police agency is a very recent event. The first such division was established in about 1957 by the St. Louis Board of Police Commissioners. Since 1957 Police-Community Relations Divisions have been set up in virtually all large police departments. However, a good many of these divisions have been poorly organized, lack real constructive programs and guidelines for constructive improvement of police-community relations, and are merely "eye wash" to impress city officials and the public in general. Hence, one must consider most Police-Community Relations projects as embryonic and in need of much more development, research, planning, and constructive action. Many have jumped on the band wagon of police-community relations without knowing or preparing to handle the problems and obstacles that must be resolved in order to realize any of the potential benefits. This then seems to be the state of police-community relations at the present time.

NEED

At the present time we are faced with wide-ranging social change and population explosions which have produced an enormous amount of strain on the very fabrics of our society.

Institutions and groups of people have grown apart through lack of communication, prejudices, discrimination, philosophies, and outright alienation from each other. In the brink of this situation, it becomes almost mandatory that we try to alleviate or resolve these problems by organized and constructive action. Law enforcement agencies of nation, cities, and towns need the support of the citizens they serve in order to provide better law enforcement services and a more harmonious law abiding nation as well as individual communities. In order to do this, the cooperation and assistance of each institution, group, and individual citizen must be stimulated and sustained. Police-Community Relations can provide a major step in this direction. It has the potential for creating and strenghtening bonds of communication and participation between the police department and community so that they both are supported in fulfilling their responsibilities in law enforcement and honorable citizenship.

FUNCTIONS AND GOALS

The major goal of all Police-Community Relations programs is to establish a better relationship and understanding between police officers and the citizens. Thus, there would ultimately be greater harmony and cooperation between the police and all people of the community. In order to achieve this goal, several functions have been proposed to be included in a Police-Community Relations Division. Some of these are as follows:

1. Develop programs to bring about a better understanding and improved cooperation with the community. Spearhead programs which would be designed to gain greater public support and confidence with a goal of reducing crime and delinquency.

2. Actively engage in various community relations projects and programs with civic and fraternal organizations, as well as the schools, in developing and presenting programs which contain material to stimulate greater respect for the law.

3. Coordinate activities of the Police Department in the area of Public Relations: speakers, tours, and development of special programs such as law enforcement week, and national police week.

4. Develop a positive and true image of the police function in maintenance of law and order, preservation of peace, and protection of the public.

5. Develop programs for presentation in police recruit and in-service training classes. These programs would be centered around the individual police officer's role in the area of police-community relations.

6. Provide a direct liaison between the police and minority group organizations in the handling of grievances and winning support for the police responsibilities.

7. Promote programs geared to assist the ordinary citizen and the rank-and-file policeman in getting along. This would entail as a vital part the support of the uniform officer in the actions required of him in his line of duty.

8. Coordinate activities with community agencies and grassroots groups to assist their leaders in methods, systems, and referral contacts to resolve problems dealing with needed police service.

Acceptance of Police-Community Relations by Police Officers

The first, and maybe the most important and hardest, challenge of establishing a Police-Community Relations Division is to sell their program to other members of the police department. All personnel from the staff on down to the rank-and-file

must support the program both verbally and in action. One officer who does not present the image that is trying to be conveyed to the general public by the police-community relations officers can raise havoc with the whole program. In fact, he can destroy in minutes the work of several men over many months or years.

There seem to be at least two significant reasons why it is often very difficult to sell all police personnel on the importance of police-community relations. First, there exists the feeling that police-community relations should not be one of the functions or roles of a police officer. Second, the potential threat it seems to have for the maintenance of the status quo. The administration (power structure) are prone to see a police-community relations division as a threat to their status positions as well as a change in their responsibilities. Both the informal and formal arrangements that have been operating are affected by the change introduced with the bringing in of a police-community relations division.

Misconceptions or Bad Connotations of Police-Community Relations Programs

It is often felt that Police-Community Relations programs are geared to put the police officer on the spot by soliciting complaints from the public on how they were treated by individual officers. Such programs as complaint questionnaires or meetings of the citizens particularly for the purpose of allowing them to make complaints definitely tend to support the above adverse assumption. However, police-community relations programs should be aimed at supporting and enhancing the image of police officers instead of tearing it down. Complaints and problems should only be a small part of these programs. Even here, the complaints and problems should come from both the officers and citizens in a constructive attempt for them to work together in order that they may be resolved or

alleviated. The stress must be on a mutual give and take in the common objective of making the situation better by all concerned taking an active and constructive part.

Many view police-community relations as merely "eye wash" to appease the public. In fact, it is often referred to as the "soft soap," "soft touch," or other like names connected with being servants to any whims of the citizens. In this light, police-community relations is seen to destroy the authoritarian function of the police department and make it a slave to the citizens, particularly minority groups.

Some police-community relations divisions have actually fallen into the above trap and have become nothing more than an "eye wash" operation. However, this does not have to be the case. Police-community relations programs can point out to the community the role of both the police department and each individual citizen in keeping the law and seeing that others also keep the law. Citizens can be made to understand the authority role of the police officer and how his role is required for the safety and protection of all the community. At the same time citizens can see how they have a responsibility to themselves and the community in helping police officers enforce the law.

An Adverse Consequence or Possible Danger Inherent in Police-Community Relations Programs

There is the possibility that certain individual citizens or groups will try to take advantage of the police-community relations programs to further their own interest. In so doing they fail to consider the bad consequences their actions might have on the majority of people living in the community. Two examples come immediately to mind. First, people who nave it in for the whole authority system of society may vent their feelings, hostilities, and anxieties on the police department. Here, the police department becomes a con-

venient scapegoat. Second, special interest groups, such as certain minorities, may attempt to use the police department as a lever to gain them more recognition, favors, and other partial treatment to gain their individual goals at the expense of the rest of society. Some individuals may claim police brutality in order to escape just punishment for unlawful acts.

Possible Benefits of Police-Community Relations

The benefits that may come from a properly developed and planned police-community relations division are numerous. Some of the most evident and important benefits to both the community and police department are as follows:

1. A greater harmony between the police and all people of the community.
2. A decrease in the rate of crime and delinquency.
3. A better control of crime and delinquency through the apprehension, punishment, and rehabilitation of a larger number of law violators.
4. A re-establishment of communication lines into the community so that both community and police problems can be worked on and resolved.
5. Increased working relationships with citizen and official groups.
6. Strengthening of the recruit and in-service training programs to cover community relations subjects and programs in depth.
7. Prevention of situations of high tension between the police and community residents, and to help deal with such situations when they occur.
8. A more professional and influential police department.
9. A greater understanding and cooperation between the police department and citizens of the community.
10. A much better police image in the community.
11. Higher salaries for all personnel in the police department.

SUMMARY

Although Police-Community Relations is quite a recent phenomenon, it has shown real promise in making a much stronger working relationship between the police department and citizens of the community. At least this seems to have been the case for Police-Community Relations Programs that have been well planned, organized, directed, and put into operation.

However, many times police-community relations divisions have sponsored "watered down or eye wash" programs that have been merely to appease the public and have had little or no significant benefits to either the public or the police department. In fact, these type programs have soured both the citizens and police department personnel on even the mention of police-community relations.

In conclusion, the many important obstacles and problems connected with police-community relations are very evident. These must be acknowledged, taken into account, and effectively dealt with in order to realize the potential benefits from police-community relations programs. However, the benefits that can come to both the community and the police department far outweigh the several problems and obstacles. The united cooperation and participation of the police department personnel and all citizens of the community can make a better place to live for everyone.

EDITOR'S NOTE: The following materials may prove to be helpful to law enforcement agencies desirous of establishing their own community relations programs. Grantees on the list of O.L.E.A. grants (Appendix A, pp. 11-15) should be contacted directly for any information about programs. Riverside County's O.L.E.A. Grant No. 188 is described in detail (Appendix B, pp. 16-35). This program is somewhat unique in that it was a combined effort on the part of all law enforcement agencies within that county. The Law Enforcement Code of Ethics (Appendix C, p. 36) is included because community relations cannot be effectively established unless the conduct of each and every police officer is beyond reproach. Finally, the Community Relations Program of the Los Angeles Police Department (Appendix D, pp. 37-59) has been incorporated into this Monograph because, as an aftermath of the Watts Riot, it has proved to be one of the more successful programs of its kind.

The editors wish to express their appreciation to Chief of Police Edward M. Davis and the Public Affairs Division of the Los Angeles Police Department for granting permission to reproduce the publication describing their program.

APPENDIX A

Police-Community Relations Planning and Development in Metropolitan Police Departments (Supported through grants awarded by the U. S. Department of Justice under the Law Enforcement Assistance Act of 1965)

State	Grantee/ Grant Number	Amount/ Duration	Nature of Project
Tucson, Arizona	Tucson Police Dept. (#146)	$ 15,003 3/1/67-2/15/68 12 mos.	Develop p.c.r.* program including training for all supervisory and command personnel and 10 patrolmen (videotapes of training to be used for entire dept.)
Riverside County, California	Riverside County Sheriff's Dept. Riverside, Calif. (#188)	$ 12,936 6/1/67-1/31/68 8 mos.	Develop p.c.r. program for all 14 law enforcement agencies in county, including training of all personnel, establishment of p.c.r. council, survey of citizens, attitudes
San Jose, California	San Jose Police Dept. (#115)	$ 14,970 2/1/67-7/31/67 6 mos.	Develop p.c.r. function with particular emphasis on pilot program in overcrowded area with diverse ethnic makeup. Seminars, work with, and officer recruitment from, minority groups
New Haven, Connecticut	New Haven Police Dept. (#114)	$ 14,917 2/1/67-1/31/68 12 mos.	Develop p.c.r. program wherein police planning committee will work with community agencies and citizen groups. Intergroup conferences will evaluate operations and training
Chicago, Illinois	Chicago Police Dept. (#179)	$ 14,500 5/1/67-1/31/68 9 mos.	Development of human relations training material for use at Chicago Police Academy

*p.c.r. - Police-Community Relations

State	Grantee/ Grant Number	Amount/ Duration	Nature of Project
Peoria, Illinois	Peoria Police Dept. (#164)	$ 14,969 4/1/67- 3/31/68 12 mos.	Develop p.c.r. plan through study of present literature, survey of the dept., and liaison with civic groups
Gary, Indiana	Gary Police Dept. (#113)	$ 14,887 2/1/67- 10/31/67 9 mos.	Develop p.c.r. division and program in 2 phases: 1) analysis of police personnel attitudes, and; 2) citizen advisory committee to work with police retraining and operational program elements
Des Moines, Iowa	Des Moines Police Dept. (#163)	$ 14,991 7/1/67- 6/30/68 12 mos.	Develop p.c.r. program including special emphasis on juvenile and minority groups and special p.c.r. training added to regular training academy program
Kansas City, Kansas	Kansas City Police Department (#147)	$ 15,003 3/1/67- 4/20/68 14 mos.	Expand present p.c.r. program through use of district citizen councils, establishment of speakers' bureau and youth council, and in-service training for entire department
Wichita, Kansas	Bureau of Police (#109)	$ 14,998 11/1/66- 7/15/67 9 mos.	Develop p.c.r. program, including p.c.r. unit; training course; expanded recruiting of officers from, and closer work with, minority groups
Boston, Massachusetts	Boston Police Dept. (#104)	$ 15,000 10/1/66- 9/16/67 12 mos.	Develop p.c.r. program, including p.c.r. unit advisory council, workshops, and seminars with youth

State	Grantee/ Grant Number	Amount/ Duration	Nature of Project
Michigan	Police Recruitment Project of Michigan, Inc. (Michigan Association of Michigan Civil Rights Commission) Detroit, Michigan (#187)	$ 14,999 6/1/67-11/30/67 6 mos.	State-wide demonstration project to recruit, counsel, and place 1,000 officers on Michigan police forces, with focus on minority groups. Potential national model
Flint, Michigan	Flint Police Dept. (#138)	$ 14,171 3/1/67-3/1/68 12 mos.	Expand present program through additional training, larger operational p.c.r. activities and greater police involvement in community affairs
Pontiac, Michigan	Pontiac Police Dept. (#176)	$ 14,911 5/1/67-10/31/67 6 mos.	Develop p.c.r. program, including p.c.r. unit, 12-wk. program for predelinquents 14- and 15-year olds, summer 1967
St. Paul, Minnesota	St. Paul Police Dept. (#210)	$ 14,818 7/1/67-6/30/68 12 mos.	Develop p.c.r. program, including p.c.r. training for 25 key officers seminars, presentations, to community on police problems, and community attitude survey (with St. Thomas College)
Kansas City, Missouri	Kansas City Police Dept. (#175)	$ 15,000 4/15/67-6/30/68 15 mos.	Develop p.c.r. program, including expansion of communications thru community councils, establishment of youth council, 40 hr. training program
St. Louis, Missouri	St. Louis Metropolitan Police Dept. (#136)	$ 14,726 2/1/67-3/31/68 14 mos.	Expand present p.c.r. program, including review and enlargement of departmental human relations training and establishment of 2 storefront centers in high crime areas
Omaha, Nebraska	Omaha Police Dept. (#123)	$ 15,000 2/1/67-7/1/67 5 mos.	Develop p.c.r. program, including increased staff detached to work on p.c.r. problems and special training for 300 officers

State	Grantee/ Grant Number	Amount/ Duration	Nature of Project
Elizabeth, New Jersey	Elizabeth Police Dept. (#159)	$ 15,000 4/1/67- 12/31/67 9 mos.	Develop p.c.r. program, including establishment of 2-man p.c.r. unit, in-service training for 140 (½ of dept.), Spanish language training for 35 men
Paterson, New Jersey	Paterson Board of Police and Fire Commissioners (#206)	$ 14,847 6/15/67- 3/14/68 9 mos.	Expand present program, including the solicitation of suggestions from the community, involvement of minority group leadership and planning of workshops
New York, New York	New York City Police Dept. (#142)	$ 15,000 3/1/67- 5/31/68 15 mos.	Analysis of NYC p.c.r. programs, comparison with those in other cities, attitude survey among police officers, and development of long-range program. Vera Institute of Justice will assist
Rochester, New York	Dept. of Public Safety (#141)	$ 14,888 3/1/67- 10/31/67 8 mos.	Expand present program, including Spanish language training for 30 officers, new liaison police-youth-community specialist, radio and TV announcements and programs to describe police functions and goals
Charlotte, North Carolina	Charlotte Police Dept. (#212)	$ 14,290 7/1/67- 6/30/68 12 mos.	Establishment and training of 15 community relations problem-solving teams, each team including police and citizens
Dayton, Ohio	Dayton Division of Police (#148)	$ 15,000 3/1/67- 10/31/67 8 mos.	Develop p.c.r. program including establishment of 2-man p.c.r. unit, human relations training program for police personnel
Oklahoma City, Okalhoma	Oklahoma City Police Dept. (#160)	$ 14,940 4/1/67- 3/31/68 12 mos.	Develop p.c.r. program, including p.c.r. unit, 300 to receive 20 hrs. instruction at Southwest Center for Human Relations Studies, University of Oklahoma

State	Grantee/ Grant Number	Amount/ Duration	Nature of Project
Tulsa, Oklahoma	Tulsa Police Dept. (#174)	$ 14,900 4/15/67- 6/14/68 14 mos.	Develop p.c.r. program, including p.c.r. unit, training for all personnel, community contact work
Richmond, Virginia	Bureau of Police (#106)	$ 14,718 12/1/66- 10/31/67 11 mos.	Develop p.c.r. program, including p.c.r. unit, training course for all officers, and field interviews to analyze community needs

APPENDIX B

RIVERSIDE COUNTY ALLIED LAW ENFORCEMENT AGENCIES

O.L.E.A. Grant #188-Police Community Relations

Funded by the United States Department of Justice

Office of Law Enforcement Assistance

Prepared at the direction of the Chiefs of Police and Sheriff of Riverside County.

CITY	CHIEF OF POLICE
Banning	Harry Moore
Beaumont	Jack Richardson
Blythe	Hugh Ingram
Coachella	Lester O'Neil
Corona	Joe Greer
Elsinore	Leonard Carnighan
Hemet	Carl McWilliams
Indio	Homer Hunt
Palm Springs	Orest Johnson
Perris	K. J. McAuley
Riverside	L. T. Kinkead
San Jacinto	Robert Meek

Unincorporated County area plus the contract cities of:

Desert Hot Springs	Ben Clark, Sheriff Project Director
Indian Wells	
Norco	

Introduction - O.L.E.A. Grant #188

The application for O.L.E.A. Grant #188 was formally submitted by Riverside County Chiefs of Police and the Riverside County Allied Law Enforcement Agency, on March 28, 1967. The Grant applied to the period between June 1, 1967 and January 31, 1968. The goal of the Police Community Relations Program was to provide a better means to foster and improve communication, cooperation and mutual understanding in the relationship of the police and the total community.

The original grant application set forth five phases. These were:

1. Police-Community Relations Training and development for the Sheriff and Chiefs of Police and their immediate assistants.
   (Concluded July 1967)
2. Police-Community Relations Training for all Riverside County and City law enforcement personnel.
   (Concluded December 1967)
3. Evaluation by Sheriff and Chiefs of Police of needs and accomplishments indicated by above.
   (Completed)
4. Establish a Police-Community Relations council and program. (Police and Citizens Advisory Committees and Resource Groups). The first meeting of Allied Law Enforcement with the citizens Resource Committee was held February 1968.
5. Public attitude survey and opinion of police. (Not complete to date). The survey will not be completed with O.L.E.A. funds, however, when concluded copies of the survey will be submitted to O.L.E.A.

O.L.E.A. Grant #188 - Police Community Relations

A. Phase #1 - Police Community Relations Training and Development for the Chiefs of Police and Sheriff and their immediate assistants was completed at a two day conference in Riverside, California, during July 1967. As a result, the programs were formed and agreements on officer Police Community Relations Training were formed as well as the "Minimum Standard Agreements" of the Chiefs of Police and Sheriff of Riverside County. The following are the "Minimum Standard Agreements" as agreed upon at the July 1967 meeting:

(Police Field Operations)

As any program is developed, which involves more than one organization, there is a need for common understandings. Even though law enforcement officers of this county have trained together for years, there still exists some differences from department to department. Although they may not be noticeable to the vast majority being served by the police in the county, the differences do exist and could cause a problem in our police-community relations program. Some of the differences are small and may seem immaterial but since this is a county effort, every administrator and every peace officer should have an understanding of the other departments and minimum standards must be established and adhered to.

It was toward the end of standardization that the Chiefs' meeting was held on July 27 - 28, 1967. A tremendous amount of discussion was held on each point until a minimum agreement was reached. In this section, only the final agreements are recorded and not the discussion. The agreements are the work of all the administrators in attendance, not the work of one man or department. They are only minimums and a department may direct the implementation of a more rigid policy.

IMPLEMENTING POLICY, Nelson Watson, Police Community Relations, I.A.C.P., Washington, D.C.

It is clear that mere statements of policy to which only lip service is given are valueless. In fact, publication of such statements on which there is no follow-through can be worse than no statement at all because the police agency is then exposed to criticism and charges of hypocricy. It is necessary, therefore, that the policies adopted be disseminated through the ranks so that everyone will know of them and that any procedures necessary for implementing the policies will be undertaken. With respect to the establishment of policy, promulgation and implementation are essential and inseparable steps.

Every officer in the department must be thoroughly schooled in these policies. They must be aware of and understand what is in them. They must be given guidance on how to translate the policies into action on the street and in their contacts with people. Each man should receive a written copy of the policies and they should be discussed in training schools, at staff conferences, and during roll call. As incidents arise involving interpretations of the policies, they should also be thoroughly discussed in the same manner. The usual reaction of the rank and file is to sit back waiting to see what the executive head does about departures from policy. The real policy is what he does, not what he says. Therefore, if you adopt a policy, be prepared to insure compliance - by disciplinary action, if necessary. You cannot put a policy on the record and expect it to enforce itself. If you forget it, so will everyone else. A policy is meant to be an active guide to conduct. It should not be developed merely as a front to fall back on in case of criticism. If you don't mean it, don't say it. If you do mean it, make it work.

1. FORCE, USE OF

a. By law, peace officers are required to arrest law violators. They are required to use such force as is necessary to complete the arrest. They shall not use more force than is required. If the person being arrested offers no resistance, and if bystanders offer no resistance, then no force is required and none shall be used.

b. It is clearly understood that attacks upon peace officers engaged in the performance of their official duties, shall not be tolerated. Officers are permitted and in fact, directed to defend themselves when physically attacked.

c. Deadly force (discharge of a firearm) shall not be exercised except under these circumstances:

1. at an approved range
2. killing animals seriously wounded or dangerous when other disposition is impractical
3. when all other reasonable means have failed in the defense of a person's life or your own life
4. when compelling circumstances in a felony case warrant (example, if the officer actually sees a person commit a serious felony such as murder, rape, assault with a deadly weapon, or robbery, he may shoot to prevent an escape if the offender cannot be apprehended by any other reasonable means.)

NOTE: As more departments begin to issue and use gas canisters, this will need revision. Reports will be furnished to department heads when it comes to the attention of another department that force has been used in effecting an arrest.

2. LANGUAGE, ABUSIVE

a. Abusive language shall not be used by officers under any circumstances. Officers are trained to enforce the law impartially and impersonally. When it is necessary for an officer to give orders or otherwise address people, they shall do so in a business-like manner.

b. An officer shall not use profanity or derogatory terms in discharging his duties.

c. An officer shall not address people in harsh, belittling or sarcastic terms nor use undue familiarity in discharging his duties.

d. An officer shall issue orders, give warnings or request cooperation in clear positive terms using ordinary civil language.

3. EMPLOYMENT

a. Peace Officer Standards and Training Commission establish minimum standards for employment. Those are minimum and have been made more stringent by various agencies that participate in the program of P.O.S.T. The minimum plus shall be maintained by law enforcement agencies.

b. A peace officer is employed as such without regard to race, religion or national origin which complies with state and federal law.

c. Advancement in a police organization is controlled by the policy set forth by the governmental entity but is administered without regard to race, religion or national origin.

NOTE: A brochure will be prepared by the Bureau which sets forth the minimum qualifications established in the county by departments and shall show the name and address of the personnel directors. When completed, the brochure shall be delivered to as many minority group committees or gatherings which are known to the Bureau. Extra copies shall be furnished each department.

4. CIVIC AFFAIRS, OFFICER AND DEPARTMENT INVOLVEMENT

a. Departments shall participate in the activities of a community. The participation is not limited to police matters alone, but anything which could help in the advancement of the objectives of the total program.

b. Officers are encouraged to participate in service clubs, fraternal organizations, church groups, boys and girls clubs or any activity which will encourage communication between the police and and the community.

c. Officers shall report any activity or shortcoming of the community through channels to the administrator. If a meeting is to take place which the department should be aware of, a report shall be made. If a condition exists, such as poor roads, sanitation problem, etc., the officer shall report the condition so information can be provided the proper agency of government about the condition.

d. Efforts by departments in city planning, construction of new buildings for business, etc., are encouraged as this may prove helpful in reducing the crime incidence.

5. CITATIONS, USE IN LIEU OF BOOKING

a. Citations shall be used wherever practical, reasonable and lawful, instead of physical arrest.

NOTE: To use the citation, a jurisdiction must have an enabling ordinance.

6. LOITERING, USE OF THE LAW

a. Officers shall understand the meaning of loitering and apply the law for specific violation and not use it in as a status violation.

b. Loitering (to spend time idly) shall be enforced without regard to location or persons involved.

c. A method of handling this type ordinance is:

1. on original (first contact) where there is no problem between person and officer, send home person after a F.I.* card is made.

2. on second contact use of citation for the violation

3. on subsequent contacts or where on original contact remove person to the department-office and request parents pick up the person; cite into juvenile court

NOTE: During this disucssion, it became apparent that F.I. cards should be exchanged by departments where the card is made out in a city other than the person resident city.

A bill is now being processed which will reduce the age for all ordinance to 16 rather than 18.

7. VICE AND NARCOTICS ENFORCEMENT

a. Officers shall enforce laws pertaining to gambling, vice and narcotics in an appropriate, vigorous and impartial manner.

NOTE: Discussion resulted in two ideas being expressed but were not resolved to a county-wide agreement. First,

*F.I. - Field Interview

time can be saved and the objective of law enforcement still met by warning persons involved in gambling when a case cannot be clearly made. Second, favor was expressed in making shorter buy programs in narcotic enforcement rather than the long investigation and buy program.

8. CITIZEN COMPLAINTS AGAINST DEPARTMENT OR OFFICER

a. Good complaint procedures shall be developed by each department to provide an avenue for citizens to make a complaint and still protect the rights of the officer.

b. Complaints and their results shall be reviewed monthly by the police administrators. The review is an effort to standardize actions by departments.

c. Procedure to handle a complaint by citizen against the police:

1. Receive complaint (anonymous complaints are handled at the discretion of the department). Standard department forms are used to record complaint and investigations.

2. Officer being complained about is informed of complaint and interviewed.

3. Investigation commences and is handled in the same manner as any other investigation.

4. Investigation is conducted in an impartial manner.

5. Results of investigation is provided to the department head and a determination is made by the department.

6. Action is taken by the department that is appropriate. If the officer is found to be at fault, he is advised of the total investigation and informed of the action. He is provided a form that shows the action and he signs results.

7. The complainant is advised of the results of the investigation and that action has been taken to correct the situation.

8. The total investigation report is filed in the officer's personnel jacket.

NOTE: The officer's rights are to be protected through the entire investigation. False reports should result in filling a false report charge against the complainant, in cases of serious nature the officer should be suspended upon satisfaction of the department head

that it is warranted. If investigation reveals an unfounded report, the officer shall receive his back pay.

In all cases the investigation should be made with haste to remove doubt from the officer.

9. GRATUITIES, ACCEPTED OR SOLICITED

a. Officers shall not solicit or accept, either directly or indirectly, any gift, pass, gratuity, loan or otherwise, the acceptance of which would influence the actions of said officer in a police action or which would cast an adverse reflection on the department or the vocation.

b. Officers shall not solicit or accept, either directly or indirectly, any special privilege by means of his position, badge, uniform or identification card.

c. Disciplinary action shall be taken by the department against an officer when it is found he is in violation of this policy.

NOTE: A gratuity is something which is not given to all people. Vendors that state, "We give this to all the police," may be seeking special privilege and this is considered a gratuity. Normal bargaining, that exists in various businesses between customer and vendor is not considered a gratuity. Specifically, movie passes and coffee are considered gratuities.

Officers are encouraged to leave the cost of the items purchased when payment is refused by the vendor.

10. DEMONSTRATIONS, LEGAL AND ILLEGAL

a. Officers possessing knowledge of any demonstrations shall make this known through channels to the department administrator.

b. A meeting shall be requested of those holding the demonstration and the police. The police shall cover the ordinances which apply and establish the ground rules.

c. Written ground rules shall be furnished the leaders of the group and filed with the police report of the incident.

NOTE: The feeling was expressed that the less official attention paid to the demonstrators on the date of demonstration may be beneficial for the police.

11. GUARDS, FURNISHED BY POLICE AGENCIES

a. Departments should not furnish peace officers to any person, corporation, government agency, etc., where the officer is performing tasks that are inconsistent with normal police functions.

NOTE: Tasks that can be construed to be crime preventive or repressive would qualify as a normal task.

OBJECTIVIES OF POLICE-COMMUNITY RELATIONS PROGRAM

1. To plan and implement programs to acquaint individual citizens what their responsibilities in the maintenance and preservation of law and order.
2. To secure increased and greater public cooperation with the police by educating citizens in the preservation and maintenance of law and order.
3. To assist in crime prevention.
4. To promote increased cooperation between the police and other community agencies.
5. To work toward the reduction of the crime rate.
6. To develop neighborhood consciousness and neighborhood responsibility.
7. To conduct a continuing survey of community needs which effect enforcement of law and the maintenance of peace in the community.
8. To improve inter-group relations and communications between the police and the community.
9. To assist the police by following directions and educating the neighborhood to follow direction in taking precautions against auto theft, robbery, burglary, shoplifting, forgery and other types of crimes where accessible precautions could be beneficial.
10. To secure the cooperation of witnesses to criminal offenses.
11. To assist in preventing, reducing, and eliminating racial and inter-group tensions, problems, and conflicts.
12. To reduce juvenile delinquency.
13. To create a clean, wholesome and crime free neighborhood.
14. To promote sanitary and decent conditions in the neighborhood.

RESOURCE COMMITTEE

a. Exact duties, functions, terms, and involvement shall be decided at a meeting to be held prior to December 5, 1967.

b. Each department shall participate in the formation of the committee. There will exist two committees in the count, one west of Whitewater, another east of the line north and south.

c. Before October 15, 1967, each department shall submit names for inclusion on the committee. The listing shall reflect:

   1. name, address, phone number

   2. classification of person - e.g., church member; church pastor; labor-worker; labor union, etc.

   3. indicate membership in association, groups, etc.

   4. indicate pro or con police

d. A meeting will be held after October 15, to determine original membership list.

3. The citizen advisory committee shall be selected from this total resource committee. Two advisory bodies shall exist and the selection, duties, etc., shall be determined at the December meeting.

NOTE: It is through this group that the grassroots will be tapped to provide the communications link needed for a successful program.

POLICE COMMUNITY RELATIONS BUREAU, FUNCTIONS

a. The Police-Community Relations Bureau of the Serhiff's Department shall act as coordinator for activities between the police and the various communities.

b. Request for programs shall be received by the Bureau and assigned to various agencies for disposition. Approximately two weeks notice shall be requested of the group making a request.

c. Upon request, the Bureaus will develop programs thought to be of interest in a city or will coordinate a new program (such as "lock your car") county-wide.

d. The Bureau shall prepare, keep current, and distribute background material for speeches on various subjects.

e. The Bureau shall, from time to time, develop news releases. They shall be sent to the department head for his distribution.

f. The Bureau will receive complaints about police and other governmental agencies; it shall:

1. record and acknowledge the complaint
2. compose a letter setting forth the complaint
3. forward letter to agency involved with a request the complainant be contacted
4. provide the complainant with a copy of the letter
5. the Bureau shall make no statement to either the complainant or agency which would indicate a prejudgment

NOTE: Since the Bureau is new and the program never attempted it is necessary to devise the working relations as it proceeds. For this reason, information should be furnished the Sheriff about questionable operations.

POLICE ADVISORY COMMITTEE

a. The Chiefs of Police and the Sheriff shall comprise the Police Advisory Committee. There shall be two sections, east and west of Whitewater.

b. The committees shall meet monthly and meet as a group no less than three times per year.

c. The regular meetings shall commence in January 1968.

NOTE: It is important that all administrators meet regularly to review the work of the Bureau and review those complaints made against the police.

Of extreme importance is this meeting when it is realized it will be held with the Citizen Advisory Committee. The regularity of meeting provides an avenue for the citizen to communicate with the police.

POLICE COMMUNITY RELATIONS TRAINING, All Officers

a. Every peace officer in Riverside County shall receive 21 hours of training in Police-Community Relations.

b. The course shall last three days, commence the week of August 28, and have a minimum of 30 men per class.

c. The course outline schedule and list of teachers shall be developed by the Police-Community Relations Bureau and furnished each department.

The agreements included the general course content for the twenty-one (21) hour Police-Community Relations training for presentation to the sworn law enforcement personnel of Riverside County.

B. Phase #II, the Police Community Relations Training was completed on December 14, 1968. A total of five-hundred and nineteen (519) sworn personnel of the original participating law enforcement agencies attended. The District Attorney's Investigators and probation officers also attended. California Highway Patrol officers and their Academy Training Personnel audited the course.

   The California State Division of Forestry, Public Information and Fire Prevention Officers attended. Portions of this course are intended to be incorporated into the training of both State agencies.

   A detailed explanation of the twenty-one (21) hour three day Police Community Relations Training has been completed and is being printed. The booklet contains the perfected, final course outlines and the expanded instructor lesson plans of the training conducted during Phase #11. The booklet will be printed and submitted separately from the final report, to allow dissemination if requested.

   Follow-up training, based on this course will be provided through a condensed program designed for the participating agencies non-sworn personnel. Continuing formal and in-service Police Community Relations training for sworn and non-sworn personnel is being provided by a monthly three hour "Course of Action" course which relates the basic Police Community Relations Training to the daily assignments which require police action.

   The Chiefs of Police and Sheriff are participating in a program of community seminars involving sworn personnel. The program is being coordinated by the University of California at Riverside and will involve officers from all agencies. It is funded by the individual participants and agencies with supplemental funding by the University of California.

The Community Seminars will be conducted as follows:

1. Two all day sessions involving all groups (One-first Saturday; Second-Saturday following 4th evening session).
2. Six, 2-½ hour evening meetings - (successive weeks)

Each seminar group will consist of 15 persons. Thirteen are from a wide range of ethnic and occupational back-grounds, plus one policeman and one Deputy Sheriff and the group leader. The seminars will be conducted simultaneously on a county-wide basis.

WHAT ARE COMMUNITY SEMINARS?

Community Seminars are small groups of people brought together from differing racial and economic backgrounds to try to bridge serious communication gaps in our communities - the lack of understanding which often exists among people of different backgrounds.

They discuss issues such as housing, education and violence, but perhaps more importantly, they meet and talk with people they otherwise would never have an opportunity to meet, and they can learn how each other feel and think as people rather than representatives of race or profession.

OBJECTIVES

Community Seminars are not necessarily action groups in themselves, but they have provided the stimulus for change--new organizations formed where a need is felt, new attitudes or programs in schools, representation in community affairs and government by seminar "alumni"...

Seminar objectives, thus, are varied - often depending on the group and individual members. To the broad goal of communicating with a larger community can be added -

- meeting people interested in further action on problems
- discussion of personal, community and national solutions
- reading current and provocative literature on these problems
- possible joining with existing action groups
- help in making decisions on personal attitudes and actions
- and an exploration of real feelings

The seminars have been included as a natural progression of the Officers Police Community Relations Training.

The Chiefs of Police and Sheriff agreed to participate in a "Standardized" Public Education program. Audio-visual materials, equipment and films maintained by the Riverside Sheriff's Department are provided for use by all agencies. Formal training in speaking and operation of the audio-visual equipment was conducted for all officers designated by the Chiefs of Police.

Since June 1967, the Police Community Relations Bureau of the Riverside County Sheriff's Department has coordinated 216 public education appearances by the Allied Law Enforcement Agencies of Riverside County.

C. Phase #III was completed at a meeting of the Chiefs of Police and Sheriff in November 1967.

The formation of the Riverside County Allied Law Enforcement Agencies provides a vehicle for agreements in all police actions which are common to all, as an example:

The adoption of standard forms and procedures for the issuance of Concealed Deadly Weapons Permits. The agreement includes the following:

1. Initial interview for all applicants

2. Written (firearms safety) examination

3. Examination and testing of firearm to be carried

4. Shooting qualification for all applicants at an approved range

5. Completion of application forms and submission of three (3) letters of recommendation

6. Fingerprints, check through FBI and CII completed

D. Phase #IV, the forming of the "Citizens Resource Committee, and their representative, "Advisory Committee" has been completed. Copies of the letters sent to all members, including the minutes and agenda of the first meeting are attached.

The first six (6) meetings of the Advisory Committee have been scheduled.

The attitude survey (Phase #V) has not been conducted to date. When completed, local funds will be used and copies will be sent to O.L.E.A.

IV. EVALUATION OF THE POLICE COMMUNITY RELATIONS SCHOOL

A formal evaluation by the planners was originally intended, however, the opinions and suggestions submitted by the student participants provided a more factually nonopinionated appraisal in terms of the individual student whose feelings, in the final analysis, prove the worthiness of this program and its effect upon him.

Upon completion of the Police Community Relations schooling an initial response resulting from this effort was the receipt of an award from the Riverside NAACP Chapter for an "Innovation Program and Training."

In terms of the effect on the community, extensive samplings through the Public Attitude Survey will provide a concrete basis for a more scientific analysis. As previously stated, this survey will be conducted with local funding at a later date and copies sent to O.L.E.A.

Included here are the evaluations of some participants:

1. "In the fall of 1967, the Allied Law Enforcement Agencies of Riverside County held twenty-one hours of classes on Police Community Relations. Every peace officer in Riverside County attended. The classes were kept small which gave every officer a chance to express his thoughts and views on the subject matter covered. As a whole, I believe this course to be an excellent start into Police Community Problems. I don't believe that we came up with any answers, in fact, more questions. Each officer gets a better look at himself and the problem as it stands today. The subject matter was excellent but covered too much of the national scene and not enough of the local scene. We in Riverside County have much the same problems as the nation as a whole but with a little different twist. Each officer must come out of the course with a better understanding of the problems and what they could do to better the problem.

Dr. Fox had a large area to cover and did an excellent job in the short time he had. His answers to questions put to him were good. I believe that he gave each officer a better insight into himself. Some of the speakers did not seem to have the feel of their peoples problems and could not answer questions put to them about the problems of their race. One speaker gave a talk on the history of her race but did not know the problems of the average person on the street. Another speaker knows his peoples' problems, but lost his temper and was put on the defense at the start of his talk. The rest of the speakers were good and seemed to make an effort to answer questions put to them.

I believe this course to be an excellent start on Police Community Problems. I do not believe it went far enough into the every day problems we face. Also, that there has to be more education of the people into the areas of police problems and the job they have to do. For me this course opened the door to areas that I had never really given much thought. It left me asking myself a lot of questions on the way I see people and the way they see me. I believe that this type of program is excellent and if put on a national scale could bring out better Police Community Relations."

2. "More down-to-earth, everyday hang-ups and problems between the minority groups and law enforcement should be brought forth and worked out before any real advancement can be seen in better community relations."

3. "The sessions on the History of the Mexican-American and Negro and Contemporary Conflict were too short. This is after all where the problem lies and should have been given more time. A variety of speakers representing a cross section of the minority communities should have been present."

"Session by Psychologist on Perception, Communications, Police Psychology and Motivation. Extremely worthwhile. Clearly the best feature of the school. The only thing wrong was it was too short. More work should be done in this area. The law enforcement officer wishes to know more about himself in the area of inter-personal relationships and how to act instead of reacting. Knowing the why of behavior he is better equipped to handle it. The policeman is called upon every day to act as a street corner psychiatrist. I would like to see much more training given in say "Crisis Inter-reaction," which would cover the typical crisis the officer meets in his work and how to deal with them."

4. "The recent Police Community Relations Program was a step in the right direction for law enforcement in Riverside County. It showed that a joint effort by Police Chiefs and the Sheriff was being directed toward understanding and dealing with the existing problem between law enforcement and the minority groups."

5. "It is my opinion that the program, as a whole, was designed to educate the policeman to be a social worker instead of what he was originally trained for. I believe the minority groups should educate themselves on living by the law instead of how to break it."

6. "<u>Value of Class</u>

   a. Gives appreciation of depth of feeling by contact with articulate persons.

   b. Gives insight to some reasons why misconceptions regarding police activity exist.

c. Shows dangers of carelessly used words or phrases which may trigger violence or may result in undesirable personality or attitude projection.

d. Does specifically explain some reasons for anti-police bias.

e. May indirectly benefit by influencing the lecturer during class discusion where the lecturer also possesses anti-police bias.

(1) By the opportunity to address officers

(2) By gaining better insight to working police attitudes rather than police supervisorial and administrative functionaries.

Non-Value of Class

a. Nothing of concrete value was learned to assist in carrying out 'must' police activity in hazardous conditions.

b. One lecturer showed complete misconception of police attitudes, functions and duties. There was a tendency as after class discussion showed to resent this man and his attitude especially as he appeared immune to discussion or example.

c. One other lecturer was felt to be somewhat antagonistic, for this reason the value of a bitter lecturer is questioned.

Suggestions

Officers will evaluate much of what was heard in the light of television and newspaper reporting of serious events throughout the country most of which place the blame on the police for instigating riots, and for the extension of riot periods. Most of the officers queried felt, as did the writer, that we were told we were wrong by the lecturers, and that we were more or less forced to accept this. Suggest discussion groups in addition to lectures between working officers and minority group leaders. Officers should be screened to eliminate hot heads and hasty talkers."

APPENDIX C

LAW ENFORCEMENT CODE OF ETHICS

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality, and justice.

I WILL keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I WILL never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear of favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I RECOGNIZE the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession . . .LAW ENFORCEMENT.

APPENDIX D

LOS ANGELES POLICE DEPARTMENT COMMUNITY RELATIONS PROGRAM

The Los Angeles Police Department Community Relations Program as now constituted provides methods for improvement of police-community relations in the following areas:

Youth
Schools (Students and Administrators)
Colleges and Universities
Minority Communities
Militant and Revolutionist Groups
Disadvantaged Communities
Affluent Communities
Business Community
Religious Groups
News, Motion Picture, Radio, and Television Media
Police Department

This report describes the program and activities which affect each of these elements of our community.

PURPOSE OF THE COMMUNITY RELATIONS PROGRAM

Safe streets, a secure home, a personal sense of security, are everyone's business. They are not only shared goals but a joint responsibility. The creation of a professional police service does not divest the individual citizen of a personal responsibility for his own orderly behavior and a general responsibility for an orderly community.

The achievement of "social order" by both legal process and by well ordered personal conduct can only exist if there is a partnership between citizens of the community and the police. The purpose of a police community relations program is to establish such a partnership.

INGREDIENTS OF A POLICE COMMUNITY RELATIONS PROGRAM

The essence of a community relations program is to establish an effective working relationship between the members of the community and their police. Consequently, the program must consist of those activities which make for:

A clearer understanding of the function of "public order" in our society and the role of the community and the police in establishing and maintaining it.

An atmosphere which encourages a partnership between the community and the police in establishing and maintaining "public order."

A cooperative effort to identify areas of common interest, barriers to communication and understanding, sources of tension, hostility, and conflict.

Opportunities to mutually develop plans and to work together in their implementation.

Communication of those things necessary to an understanding of the others' point of view.

Development of mutual trust and respect.

A cooperative effort to develop solutions to problems.

RESPONSIBILITIES OF THE DIRECTOR OF COMMUNITY RELATIONS

The stimulation, development, coordination, and functional supervision of the Department's Community Relations Program.

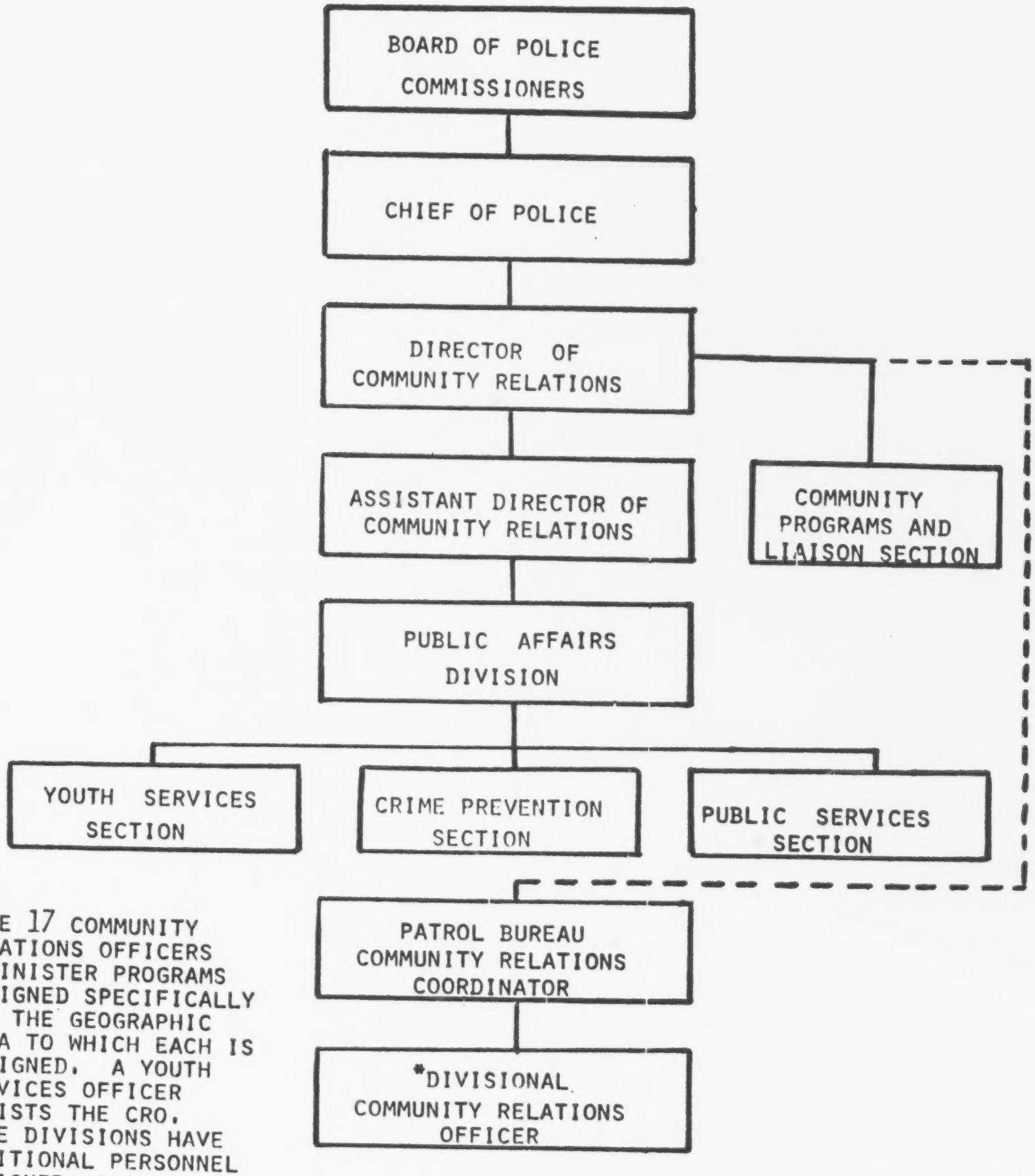
The implementation of community relations policies, objectivies, and programs as directed by the Chief of Police.

Liaison at the appropriate level with other agencies, and community-wide organizations, both governmental and community.

Development and coordination of "model" community relations program, Department community relations training activities such as conferences, seminars, community-wide workshops.

Provide staff assistance to other Bureaus in community relations matters.

COMMUNITY RELATIONS ORGANIZATIONAL CHART



*THE 17 COMMUNITY RELATIONS OFFICERS ADMINISTER PROGRAMS DESIGNED SPECIFICALLY FOR THE GEOGRAPHIC AREA TO WHICH EACH IS ASSIGNED. A YOUTH SERVICES OFFICER ASSISTS THE CRO. SOME DIVISIONS HAVE ADDITIONAL PERSONNEL ASSIGNED, I.E., RECRUITING OFFICERS, SCHOOL OFFICERS, AND SPEAKERS.

COMMUNICATION WITH GENERAL COMMUNITY

Although the initial efforts of the Community Relations Program were directed toward the most troubled area of the City, the current program includes a broad spectrum of activities and programs for the entire community. Those listed below are embraced in our concept of "Total Community Involvement."

* THE CRIME PREVENTION program began with a very successful "Lock Your Car" campaign designed to deter opportunists who might become automobile thieves or car burglars.

  The current campaign deals with residential and business burglaries, utilizing the mass communications media and joint resources of numerous private businesses, other government agencies and the police to encourage increased security and cooperation with police in preventing those crimes.

  The Department is participating in the "Mayor's Consumer Protection Committee for Senior Citizens," an effort to protect elderly persons from frauds and bunco schemes.

  The Crime Prevention Program is one of the most effective relationships between the police and the community.

* THE CONCENTRATED EMPLOYMENT PROGRAM has allotted the Los Angeles Police Department 50 community relations-oriented job slots for development. These jobs are part of the C.E.P. effort to provide work experience, training, and remedial education for unemployed and under-employed persons in designated areas of Los Angeles County (East Los Angeles and South Los Angeles). The major objective is to create New Career jobs in civil service or in private non-profit agencies. Centers have been established in each target area to provide counseling and remedial education classes. The enrollees work closely with geographic division commanders.

In addition to supervising various police-youth activities and assisting in the Department's Crime Prevention Program, the C.E.P. enrollees maintain liaision with hard to reach elements of the community and make personal appearances as speakers before community groups. The remedial education provided has enabled several of these under-educated men to pass the G.E.D. test.

* Several MINISTERIAL ASSOCIATIONS meet with Community Relations personnel and occasionally with the Chief of Police personally, to gain insight into crime, juvenile delinquency, and community unrest in order to disseminate accurate information to their congregations. The ministers also reflect community attitudes to the Police Department. Relationships are now being formalized to establish continuing communication between Ministerial advisory groups and police at divisional level.

* An elaborate RUMOR CONTROL NETWORK covers the entire city in the event of any major emergency. The 17 police rumor control centers (one in each police division) are supplemented by outside rumor control centers e.g., N.A.A.C.P. Rumor Control Center.

* THE SPEAKERS UNIT evaluates, processes and channels official speech requests emanating from various segments of the community. Speech outlines, research files, and visual aids are maintained for the utilization of Department speakers who are experts in the subject requested.

* Each patrol division maintains a "SPEAKERS CLUB" comprised of select personnel qualified to represent the Department on speaking assignments. Speech requests on all police subjects are handled by personnel of the division involved providing an opportunity for members of the community to identify with police personnel assigned to their area. Specialists in certain subject areas are provided on request.

* Numerous EDUCATIONAL BROCHURES are now being prepared and distributed dealing with matters on police-community concern. These brochures are in great demand and reach all segments of the community.

* The CHIEF'S BREAKFASTS hosted by the Chief of Police allows him to converse with selected groups and city councilmen regarding matters of mutual interest.

* Numerous POLICE COMMUNITY WORKSHOPS are conducted as the need or opportunity becomes evident. Among the most significant are those sponsored by University of California at Los Angeles, University of Southern California, and Loyola University which place policemen, social workers, educators, businessmen, residents, and militants in an atmosphere of intimate discussion of mutual problems. Some of the groups meet in homes or public buildings within the geographic area served by the participants in their daily lives, others are held at the Universities. There are plans to continue this extremely productive activity.

  Many police-community workshops throughout the city involved participants from various levels of government and society, including those mentioned under "Schools." Some have been limited to geographic areas, age groups, or organizations. Others were "open" meetings and attracted militants and radicals along with members of the affluent community and those within the proverty areas. Without exception, there was benefit realized by the police participants.

* ANNUAL OPEN HOUSE OF POLICE FACILITIES is conducted annually in conjunction with the Junior Chamber of Commerce.

* PERSONAL APPEARANCES by the Chief of Police and his staff to all segments of the community, as well as radio, television, and various organizations, create better understanding of the role of law enforcement and the policies and practices of the Police Department. This practice has resulted in innumerable favorable reactions from the community who now understand that their top police officials are available to them.

* CITIZEN CITATIONS are presented by the Police Commission for meritorious acts brought to the attention of Public Affairs Division, in the form of "a letter of appreciation from the Chief of Police" or " a Police Commission Citation." The formal presentation includes full news coverage.

* THE SENIOR BAND'S schedule includes junior and senior high school appearances, large parades, civic events, Academy graduations and Department functions. The Band coordinator is the only full-time assigned officer. The other members when not performing are deployed in their divisions of assignment.

* COMPREHENSIVE TOURS are conducted, which aid in developing an understanding of our Department for visiting police personnel and dignitaries, community groups, individuals and other important persons.

  When requested, Public Affairs Division coordinates the activities of visiting government officials, police personnel, and other V.I.P.'s. Appointments for desired interviews, visits to recreational facilities, arrangements for hotel or motel accomodations and transportation are among the services rendered.

* THE ANNUAL REPORT is published to inform the public of the Department's problems and progress. Since 1967, the Report has been a true public relations tool, rather than merely a statistical review as it was previously.

* SPECIAL REQUESTS for information are answered by Public Affairs Division. Numerous written requests for information are answered in detail. The volume has increased to necessitate the use of automatic aids in some instances but no request goes unanswered.

  Interviews are conducted for those who appear personally seeking information. Files of reference material are maintained, supplemented by information provided by Department experts in various fields.

* COMMUNITY COUNCILS exist in each of the geographical divisions. They are composed of community leaders who work with the divisional Community Relations Officer in the development of program and the two-way transmittal of information between the police and the public. The Councils are particularly valuable during times of community unrest when immediate dissemination of accurate information by way of the Councils tends to counteract the forces of agitation. This is one of our broadest and most effective involvements with the entire community. Among many activities performed by these Councils are workshops, dinners,anti-crime campaigns, motorcades and parades in support of law enforcement.

YOUTH

THE YOUTH PROGRAMS afford opportunities for police officers and young people to engage in non-punitive relationships while working and competing in sports, and numerous other positive education character building activities.

* THE LAW ENFORCEMENT EXPLORER PROGRAM is intended to interest young men in a career in law enforcement and develop an awareness of civic responsibility. The motto is "Learing to protect and to serve." Members are selected through a process similar to that employed in the selection of regular police officers. Training in basic law participation in various police-related activities. Although chartered by the Boy Scouts of America, the program is law enforcement oriented and emphasizes good citizenship and character development. After completion of training at the Los Angeles Police Academy, explorers participate in the following activities:

  Advanced training

  Inter-post sports

  Parade duty

  Divisional service projects

  Bicycle licensing

  Department displays at public functions

  Boy Scout events

  Tour of local law enforcement agencies

  Extended trips to law enforcement agencies throughout the nation

  Overnight trips

  Annual ten-day outings

* THE HOUSING AUTHORITY-POLICE YOUTH PROGRAM is designed to reach youth within the housing projects where concentrated population presents inordinate living complications.

  Off-duty Los Angeles Police Department Officers are paid by the Los Angeles Housing Authority to form and supervise sports leagues and coordinate tours to athletic events and other points of interest.

This initial joint effort was so successful during the summer that plans are being formulated for a more extensive on-going program.

* THE LOS ANGELES POLICE DEPARTMENT JUNIOR BAND gives boys 12 to 20 years old, who are musically inclined a meaningful character-building experience in a quality marching and concert band. They are taught concert and marching music, and marching techniques and participate in community and state-wide festivities, concerts, parades, and State and National Junior Band Contests. The band also travels to other states for various festivities.

* SUMMER CAMPING consists of four one-week sessions, Monday through Friday, including swimming, archery, caneoing and fishing. Instruction in handicrafts include woodwork, leatherwork, and wood burning. Additionally, campfire activities, singing and skits, movie nights, horseback riding, nature hiking, and night pistol team demonstrations are provided. Athletics include volleyball, horseshoes, basketball, and track meets. Discussions of problems which involve youth and the community are part of "talk sessions."

* THE ATHLETIC UNIT establishes and coordinates athletic leagues and events through the Youth Services Officers of the seventeen geographical patrol divisions. A youth employment project (Neighborhood Youth Corps) is coordinated by the athletic unit and administered on the divisional level. Police officers and youth aides form teams which are entered in local recreation leagues with tournaments scheduled between different police-sponsored teams. A league is also established between the law enforcement explorer posts in the current sport. Athletic events are often held at the Police Academy to facilitate the youths' identification with the Police Department. The athletic unit coordinates and supervises the athletic program in the various Police summer camps.

* TEEN POST INCORPORATED and the Los Angeles Police Department are in the process of implementing the Neighborhood Mentor Program. Fifty to seventy-five teen post members ages 16 to 22 will be employed with the Police Department 20 hours a week as a part of this one year Federally funded program. E.Y.O.A. is presently in the process of preparing the formal proposal for this program. The mentors will be employed to assist the Youth Service Officers and in other assignments within the geographic divisions and Parker Center.

* THE SPECIAL EVENTS UNIT coordinates city-wide activities for youth, assisting the geographical patrol division in carrying out their youth programs. Tickets for the following events are obtained by special events coordinator and made available to the Divisional Youth Services Officer: Professional and college football, basketball, soccer, ice hockey, wrestling, and boxing. Tours of Parker Center are scheduled along with plane trips, tours of naval vessels, and government installations. From February 1968 through September 1968, 17,658 youths were treated to these events. Policemen accompanied them.

* THE ANNUAL STUDENT LEADERSHIP SYMPOSIUM ON LAW AND ORDER sponsored by the Los Angeles City Junior Chamber of Commerce in coordination with the Police Department involves approximately two hundred fifty student leaders from various schools. A presentation, discussion groups, and social hour are staffed almost entirely by police personnel.

* THE ANNUAL BOYS' DAY IN GOVERNMENT gives students through-out the City an opportunity to occupy various positions in government including the Police Department for one day. This positive program is not only informative but allows a very favorable relationship between youth and the police.

* THE ANNUAL BOYS' DAY IN SAFETY program sponsored by the Automobile Club of Southern California, in cooperation with the Los Angeles Police Department, gives selected students an opportunity to spend a day with police officers. The program consists of a film on traffic safety in the Parker Center auditorium and a subsequent tour of the Center and facilities. The boys then participate in a program at the Police Academy which includes an exhibition of police equipment. Each boy is hosted at lunch and presented with a citation for meritorious service in safety.

SCHOOLS

THE SCHOOL PROGRAM establishes contact between the police and students at all grade levels. The humanism and friendliness of the police officers are imparted to approximately 8,000 students per week. Police and school officials agree that this program, presented in an atmosphere of learning, is invaluable in creating a sense of concern for orderly behavior and responsibility for the maintenace of law and order. Periodic workshops are held with top School Board administrators to formulate curriculum and develop in-service education for teachers.

Since September 1, 1965, the Los Angeles Police Department has moved from minimal effort of communications in the city schools, to the present-day program of five schools being visited per day. This is done through "Policeman Bill" (first, second, and third grades); "Let's Get Acquainted" (Sixth grade); "Stop on a Dime" (all elementary grades); "You and the Police Officer" (junior high); "Driver Education" (tenth grade; and presentations by selected officers in twelfth grade classes. The program is augmented by divisional officers' visitations to local schools and participation in many specially scheduled programs.

* "POLICEMAN BILL" involves discussions of the history of police and the role of police in our current society. Photographs and other visual aids provide clarity to the presentation. One student is designated "Policeman's Helper" and wears a large replica of the L.A.P.D. badge. The "talking police car" is demonstrated with detailed explanation of equipment. Other points stressed are "Traffic Safety" and "Dangerous Strangers."

* A JUNIOR CRIME PREVENTION PROGRAM will soon be initiated by Los Angeles Police Department and Los Angeles City Schools. Trained Los Angeles Police Department uniformed officers will visit fourth grade classrooms four times each school year with visual aids and passout material to tell about prevention of crime and juvenile delinquency and the consequences of criminal acts.

This program will provide students with an appreciation of the role of the police and their own responsibilities as good citizens. Parents will also become involved in the concern for a law abiding community.

* "LET'S GET ACQUAINTED" allows discussion of questions from the class along with display of the uniform and equipment, drug charts, and other visual aids. "The Role of the Police," "Good Citizenship," "Rights of Students" and "Traffic Safety" are also discussed.

* "STOP ON A DIME" is a program presented jointly by Los Angeles Board of Education safety specialists and police officers. Demonstrations show that pedestrians, bicycles, and vehicles cannot "Stop on a Dime." Students assist and are vividly impressed with the need for safety in traffic. Parents are also invited to attend the demonstrations.

* "YOU AND THE POLICE" permits discussion of "Good Citizenship," "Police Brutality," "Traffic Laws," "Narcotics," "Curfew" and "Sex Laws." The students suggest the topic by questioning the officer in these areas. This program is presented to A8 Social Studies Classes by an officer in business suit.

* POLICE-STUDENT COUNCILS are being organized at various high schools and junior high schools throughout the City in cooperation with the Board of Education. The intent is to involve students and police in a joint effort toward solutions to school problems of criminal nature.

* Scheduled TEACHER INSTITUTES (five annually) involve 100 Los Angeles teachers in four half-day sessions for exposure to topics of current Police-Board of Education concern, including "Juvenile Procedures," "Narcotics," "Laws Which Apply On and Off Campus", "Police Procedures," "Law Enforcement and Social Change" and others. This program assists in curriculum development and furnishes teachers with accurate current information in handling school matters and classes.

* PARKER CENTER TOURS for schools and other student organizations include displays of police equipment, explanantions of laboratory facilities, records storage, property procedures and an entertaining special police film. More than 300 students per month enjoy these tours.

SPECIAL MINORITY COMMUNITY LIAISON

MINORITY COMMUNITY LIAISON

Although the Community Relations Program is designed for the entire community, some problems are unique to minority groups and must receive special attention. Such problems as a language barrier or cultural misunderstanding often inhibit a satisfactory police contact. Consequently, the Latin-American Affairs Unit consists of Latin-American officers who speak Spanish. A special class in conversational Spanish is being conducted for Los Angeles policemen at a police facility. Negro officers are utilized in Community Relations in the predominately Negro areas. A Jewish officer is assigned to communicate with the Jewish community members.

* An Economic and Youth Opportunities Agency-funded MEXICAN AMERICAN CONFERENCE in April 1967, resulted in the formation of a steering committee of police personnel and Mexican-American community leaders to review programs of action on conference recommendations designed to ease tension and improve conditions within the Mexican-American community. This steering committee has offered its services as an advisory group to the Chief of Police regarding conditions in the Mexican-American community. It is significant that some of the participants were definitely anti-police prior to involvement in the conference. It cannot be stated that all are now pro-police, but much misinformation which had contributed to their negativeness was corrected by virtue of contact with Department representatives. The relationship has done much to create good will between responsible representatives of the community and the police.

* COMMUNITY-POLICE SERVICE CORPS emerged from within one of the most tense areas of Los Angeles. A group of responsible Negro people who in spite of previously negative feelings about the police formed an association who named themselves the "Community-Police Service Corps." This Police Department sponsored organization which presently consists of approximately 100 young people, aged ten to eighteen years, are supervised by adults and advised by police representatives.

Their purpose is to involve youth in positive relationships with the police through recreation or service projects to dispel negative feelings. Contributions from various service clubs and business organizations specifically designated for the "Corps" were received by the department Youth Fund and forwarded to the Corps. Uniforms were designed and purchased for the youths who now represent their community and the police department by appearing as a marching group in various parades and other public events.

* The IMPERIAL COURTS MUSIC CLUB recently asked Police Department assistance in obtaining musical instruments. Messages announcing this need went out to various organizations and to Police Department personnel. Radio, television and newspapers publicized the effort. The overwhelming response provided enough instruments to fully equip the Imperial Courts Club and the remainder will be used to equip an orchestra in the Mexican-American Community.

  This type of request from ethnic minorities and the response from the police and the community as a whole attests to the effectiveness of the Police Community Relations effort.

* 77th STREET INTERDENOMINATIONAL CLERGY-POLICE council is composed of over one hundred active members, each from a different church, representing from two to three hundred parishoners.

  The Department has issued individual identification cards to the members. The Council participates in the Department's crime prevention program and forms subcommittees to deal with other specific issues. There are plans for a Law Enforcement Sunday during which all the participating churches will devote an entire service to law enforcement.

* THE MINISTERIAL ALLIANCE was originated within the Negro community to reach the most troubled elements initially. Now it has been expanded to include religious leaders throughout the Los Angeles area. These influential "multipliers of influence" serve to enlighten the Police Department and their congregations regarding matters of mutual concern, e.g., crime, delinquency, and disorder.

* On November 14, this Department will receive from Packard Bell Corporation a mobile closed circuit television van for use in community relations. Video tape films will be prepared for presentation at community meetings. Following this, discussions will be held and the video camera will record the discussion for viewing by the group to permit them to see themselves on television. Significant filming of groups will be retained for use by the Department to obtain community impressions of Department policies and procedures.

* RESIDENTS' COUNCILS have been established in each of the five housing projects within 77th Street Division. A strong nucleus of 50 members functions on each council, plus many others who participate in its activities. The councils concern themselves with problems such as gambling, prostitution, narcotics, traffic, juvenile delinquency, and other problems within the confines of the housing projects of the surrounding area.

* LIAISON with

    Minority press
    Radio and television
    Community groups

* CONFERENCE

* WORKSHOPS

* COMMUNITY RELATIONS PRESENTATIONS

* TOURS OF PARKER CENTER

RADIO, NEWS, AND TELEVISION

RADIO AND TELEVISION UNIT arranges or produces:

* Numerous SINGLE APPEARANCES on radio and television occur during which various Department representatives describe the functions of the Department or discuss problems facing the Department and community.

* REGULAR APPEARANCES, e.g., a weekly "Youth and the Police" program places the Chief of Police and other police specialists on panels with young people before the television audience to discuss matters relating to youth. Other such programs include "For Your Information," "Dialing for Dollars," "Tempo" and the "Ira Cook Show."

* Short TRAFFIC SAFETY messages and "Sig-a-lert" EMERGENCY BROADCASTS which advise the motoring public of traffic mishaps and congestion are broadcast regularly over several radio stations. Drive-in theatres (Pacific Coast) show Los Angeles Police Department Traffic Safety messages.

* Several "SPECIALS" and regular weekly shows have been produced by radio and television companies, including "Battle of the Badge," "Unit 2A26," "Dragnet" and "Adam 12," which depict the activities of the Police Department and the lives of policemen on and off duty. Another such program soon to premier is "The Man in Blue."

* A new concept in television RECRUITMENT "shorts" has emerged which identifies to the viewer the human side of police officers by showing them involved in hobbies, home life, and other off-duty activities. These are providing an effective community relations feature as well as a successful recruitment device.

Other NEWS MEDIA UNIT responsibilities include:

* Issuance of PRESS PASSES to qualified members of the news media.

* NEWS RELEASES to all newspapers, radio, and television stations to alert them to a forthcoming newsworthy event.

INTERNAL PROGRAM

In the belief that a meaningful Police Community Relations Program is a two-way process, the Department has attempted to implement programs which would improve the ability of officers to successfully communicate with persons in the various segments of the community. It is hoped that both the community and the police can each see themselves as seen by the other. The following programs are directed internally to accomplish this objective.

* Periodic seminars involving top Los Angeles Police Department administrators held away from police facilities assist in the development of new ideas and assure consistency throughout the Department in administration of the Community Relations Program as established by the Chief of Police.

* Other periodic seminars involve Division Commanders, Community Relations personnel, and outside authorities in community relations.

* Arrangements are nearly completed for a seminar involving nearly 500 lieutenants, sergeants and field policemen. This represents the beginning of the effort to familiarize all personnel at the "line level" with the numerous innovative community relations programs and modern concepts in law enforcement and human relations. The emphasis will be on application of newly acquired knowledge to daily police tasks.

* Los Angeles Police recruits receive training in the following subjects: Police sociological problems, race relations, ethnics, internal discipline, disciplinary procedures, field assignment orientation, traffic orientation, officer-violator contact, special events handling, and police and press relations.

* Experienced officers periodically receive in-service training which includes refresher courses or more advanced training in some of the above-mentioned subjects.

* Roll call periods held daily for all field officers include a fifteen to twenty minute training period. At regular intervals, supervisors in each division present subjects in human relations and field tactics during roll call training. The frequency is determined by the staff or the division commander.

* Lieutenants assigned as patrol division Community Relations Officer periodically attend roll calls for field officers to inform them of current community attitudes and to refresh the officers regarding the Department's role in the community.

* Various activities in the Youth Program and other Community Relations Programs require the voluntary service of policemen. The response has been gratifying. Such unofficial contacts serve to dispel unhealthy attitudes and stereotypes harbored by both the citizens and the police officers.

* Regularly scheduled Community Relations Officers' meetings bring Community Relations Officers, Detective, Traffic, and Patrol representatives and the Director of Community Relations into a casual conference atmosphere for problem solutions, policy discussions, exchange of information, and to assure consistency and effectiveness in the Community Relations program.

* The previously described University of California at Los Angeles, University of Southern California and Loyola University Police-Community Workshops and other workshops provide officers with an opportunity to communicate with people on a non-punitive basis and benefit from a deeper understanding of the citizenry.

* A Community Relations Newsletter designed to inform officers of the progress of the program and community response to our efforts will be initiated soon. A similar newsletter for external distribution will also be published.

* Training Division publishes training bulletins dealing with various subjects including community relations which are disseminated to all policemen.

* Classes in conversational Spanish are being conducted on Department premises at two locations for officers who work in the predominately Mexican-American divisions to assist the police in overcoming the language barrier in those communities.

* A Community Relations Travel Study financed by a Federal grant occurred in the spring of 1968. Key personnel visited major cities throughout the United States to investigate other Community Relations Programs and communities served in order to improve the Los Angeles Police Department program.

* The National Institute on Police Community Relations is held annaully under the auspices of the National Conference of Christians and Jews. This program is designed to assist the police in understanding the complex nature of problems in Police-Community Relations. The Los Angeles Police Department sent 12 representatives this year.

* A lieutenant has been assigned to coordinate all community relations training for the Department. Qualified professional, psychologists have assisted the coordinator in developing and presenting a course in Interpersonal Communications for recruit-level and advanced-level policemen. A group of competent police conference leaders have been trained and are presently conducting conferences with recruits, one year basic, and advanced in-service officers. Recruit officers are being taken to various parts of the community to discuss and learn the cultures and problems of the various ethnic elements of the city. The results expressed by both the officers and citizens are gratifying.

* Communications have been established with the University of Southern California and University of California at Los Angeles. At U.C.L.A., about a dozen professors are involved; at U.S.C. a smaller number. The group at U.S.C. has for its immediate goal the examination of the uniform police officers' role, to determine if professionals in other serving capacities could be used to relieve policemen of some troublesome, conflict-producing tasks, e.g., family counselors handling family disputes. It is hoped that federal funding can be jointly secured by the University and the Police Department to establish a demonstration project.

The group at U.C.L.A. intends to explore the entire field of law enforcement to determine at what point the resources of the academic community could be best made available. As these areas of concern are discovered and their priorities established, it is intended that the educators and the Police Department become jointly involved in a research project to seek solutions for the problems.

* A psychiatric advisory board has been formed which meets regularly to advise the Chief of Police and other top Department staff members.

PATROL BUREAU

Presently there are approximately 135 sworn personnel, 16 civilians and 10 Concentrated Employment Program enrollees working full-time in community relations. Fifty-eight of the sworn personnel are assigned to "Headquarters" and the others to the Patrol Bureau at divisional level.

A Patrol Bureau Inspector functions as coordinator maintaining liaison with the Office of Director of Community Relations.

Each of the 17 geographic divisions is staffed by one lieutenant, one youth services officer, at least one school officer and any additional personnel deemed necessary to carry out the community relations activities in that particular area. Some divisions have a Recruiting Officer.

The divisional programs have certain basic elements and each has certain activities unique to the involved area. This degree of flexibility is necessary to communicate with the varying ethnic, economic, social and educational segments of the City.

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There is much to be done before complete harmony exists throughout the Los Angeles community. Opposing forces are not in retreat or at rest; however, there have been increasingly positive reactions to our program. We are confident that significant progress is being made toward our goals of total community involvement in achieving public order; and having every officer consider himself a participant in the Community Relations Program.